



**UNITED STATES AIR FORCE ACADEMY
BOARD OF VISITORS**
WASHINGTON, DC 20330

2 May 2013

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: USAFA BoV
c/o AF/A1PT
1040 Air Force Pentagon
Washington, DC 20330-1040

SUBJECT: Semi-Annual Report, United States Air Force Academy Board of Visitors

As Chairman of the United States Air Force Academy (USAFA) Board of Visitors (BoV), I am pleased to submit this semi-annual report for your consideration as required by Title 10, USC § 9355. The timeframe for this report is 1 Jul 2012 - 31 Dec 2012 and includes information from the BoV meetings in September 2012 and December 2012. The BoV is fully engaged in its charter to provide oversight of USAFA on behalf of the President of the United States and yourself.

During the past two meetings, the Board discussed many important Academy topics including the USAFA Sexual Assault Prevention and Response Program and the Development of a USAFA Second Lieutenant. During the December meeting, the Secretary of the Air Force, the Honorable Michael Donley, announced two new members to the USAFA Board of Visitors: Ms. Sue Hoppin and Dr. Paula Thornhill. Additionally, the Board elected a new Vice Chair, Lt Gen (ret) Jameson, and I was elected as the new Board of Visitors Chair. A new Designated Federal Officer, Ms. Francine Blackmon, was appointed and the new Board of Visitors charter was approved in November. The charter is subject to renewal in 2 years.

The Board continued to focus on improving diversity at USAFA and discussed diversity within the Dean's Faculty during the September meeting. Gen Born presented insight into the Academy's diversification efforts through the years and provided current diversity data within her staff. The Board was briefed by Col Benyshek on the USAFA admissions process and Gen Born gave an overview of the Critical Thinking Assessment Tool during the September meeting.

The BoV subcommittees discussed the current condition(s) of the Academy and provided inputs to help the Academy attain its goal to produce leaders of character. I am impressed with the dedication, work and salient insights each of the subcommittee members demonstrated through the deliberations in the September and December meetings. The details from each subcommittee may be gleaned from the individual subcommittee reports.

Academic Affairs

Dr. McKiernan provided the Board with an update from the Academic Affairs Subcommittee. He noted that this spring the class of 2012 had 117 cadets continue on to graduate

school, 40 cadets received national competitive scholarships, and 31 received professional scholarships. In December, Dr. McKiernan presented the Board with the Academic Affairs Subcommittee charter which was approved by the Board members. Mr. Sandoval suggested that the other subcommittees use the Academic Affairs Subcommittee's charter as a reference as they develop their own charters across the next few meetings.

Diversity

During the September meeting, Maj Gen Harris provided the Diversity subcommittee update. Col Benyshek shared the Academy's current outreach efforts, focusing on strategic cities and congressional districts that are currently underrepresented at the Academy. In December, Mr. Wiley shared that the subcommittee received updates from Brig Gen Lengyel and Brig Gen Born on diversity, workplace inclusion, and sustainability. The Subcommittee continued to focus on the importance of working with congressional members to ensure that all districts are represented by cadets at USAFA.

Infrastructure and Resources

The Infrastructure and Resources Subcommittee discussed the importance of prioritizing the Fix USAFA program and Mr. Sandoval asked for a list of the areas that need repair. In December, the subcommittee continued to discuss the Fix USAFA program and Mr. Wiley commented that he would be interested in how the Academy compares to other academic institutions of similar size in terms of the overall cost.

Vacancies on the Board of Visitors

December was the final meeting for Ambassador Schwab and Mr. Robin Hayes. Another member, Senator Ben Nelson, retired in December, leaving one vacancy on the Board. Our new Board members will be sworn into their positions during the March 2013 meeting.

Respectfully,



ALFREDO A. SANDOVAL
Chair, USAFA Board of Visitors

cc:

Chairman, Committee on Armed Services of the Senate
Chairman, Committee on Armed Services of the House of Representatives
Secretary of the Air Force
Chief of Staff, U.S. Air Force
Deputy Chief of Staff of the Air Force, Manpower and Personnel
Superintendent, USAFA
Members of USAFA Board of Visitors
Designated Federal Officer, USAFA Board of Visitors
Executive Secretary, USAFA Board of Visitor

TABLE OF CONTENTS

USAFA Board of Visitors Membership, Composition, and Terms.....	4
Charter (USAFA Board of Visitors	5
Bylaws (USAFA Board of Visitors).....	9
APPENDIX 1- September 2012 Minutes of the Quarterly Meeting of the USAFA BoV.....	16
APPENDIX 2- December 2012 Minutes of the Quarterly Meeting of the USAFA BoV.....	27

**USAFA BOARD OF VISITORS
MEMBERSHIP, COMPOSITION, AND TERMS
(As of 31 December 2012)**

	Years on the Board	Term Expires
<u>APPOINTED BY THE PRESIDENT OF THE UNITED STATES*</u>		
Ambassador Susan Schwab	2009-Present	2012
Mr. Robert Hayes	2009-Present	2012
Mr. Arlen Jameson-Vice Chair	2010-Present	2013
Ms. Marcelite Harris	2010-Present	2013
Mr. Thomas L. McKiernan (USAFA '71)	2011-Present	2014
Mr. Fletcher Wiley (USAFA '65)	2011-Present	2014
<u>APPOINTED BY THE VICE PRESIDENT OF THE UNITED STATES</u>		
U.S. Senator Lindsey Graham (R-SC)	2011-Present	Resigns, relieved, or no longer in the office
U.S. Senator John Hoeven (R-ND)	2011-Present	Resigns, relieved, or no longer in the office
Vacant	Vacant	Resigns, relieved, or no longer in the office
<u>APPOINTED BY THE SPEAKER OF THE HOUSE OF REPRESENTATIVES</u>		
U.S. Representative Doug Lamborn (R-CO)	2007-Present	Resigns, relieved, or no longer in the office
U.S. Representative Loretta Sanchez (D-CA)	2007-Present	Resigns, relieved, or no longer in the office
U.S. Representative Jared Polis (D-CO)	2009-Present	Resigns, relieved, or no longer in the office
Mr. Alfredo Sandoval (USAFA '82) - Chair	2010-Present	Resigns or relieved
<u>APPOINTED BY THE CHAIRMAN, ARMED SERVICES COMMITTEE</u>		
U.S. Senator Michael Bennet (D-CO)	2011-Present	Resigns, relieved, or no longer in the office
U.S. Representative Niki Tsongas (D-MA)	2008-Present	Resigns, relieved, or no longer in the office

.....
* Presidential appointees serve for three years; however, per Title 10, they continue to serve on the Board until replaced.

Charter
Board of Visitors of the U.S. Air Force Academy

1. Committee's Official Designation: The Committee shall be known as the Board of Visitors of the U.S. Air Force Academy (hereinafter referred to as "the Board").
2. Authority: The Secretary of Defense, under the provisions of 10 United States Code (U.S.C.) § 9355, the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended), and 41 CFR § 102-3.50(a) (required by statute), established the Board.
3. Objectives and Scope of Activities: The Board shall provide independent advice and recommendations on matters relating to the U.S. Air Force Academy (hereinafter referred to as "the Academy"), as set out in paragraph four below.
4. Description of Duties: The Board shall provide to the Secretary of Defense and the Deputy Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives independent advice and recommendations on the morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider. The Board shall recommend appropriate action.

The Board shall prepare a semiannual report containing its views and recommendations pertaining to the Academy, based on its meeting since the last such report and any other considerations it determines relevant. Each such report shall be submitted concurrently to the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives.
5. Agency or Official to Whom the Committee Reports: The Board shall report to the Secretary of Defense and Deputy Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives. Pursuant to DoD policy, the Secretary of the Air Force may act upon the Board's advice and recommendations.
6. Support: The DoD, through the Secretary of the Air Force, shall provide support, as deemed necessary, for the performance of the Board's functions, and shall ensure compliance with the requirements of FACA, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b) (hereinafter referred to as "the Government in the Sunshine Act"), governing Federal statutes and regulations, and established DoD policies/procedures.

The Secretary of the Air Force, through the Superintendent of the Academy, shall ensure that the Board has access to the Academy grounds and the cadets, faculty, staff, and other personnel of the Academy for the purposes of the duties of the Board. The Secretary of the Air Force and the Superintendent of the Academy shall also provide the Board candid and complete disclosure, consistent with applicable laws concerning disclosure of information, with respect to institutional problems.²

7. Estimated Annual Operating Costs and Staff Years: The estimated annual operating cost, to include travel, meetings, and contract support, is approximately \$200,000.00. The estimated annual personnel costs to the DoD are 2.5 full-time equivalents.
8. Designated Federal Officer (DFO): The Board's DFO, pursuant to DoD policy, shall be a full-time or permanent part-time DoD employee, and shall be appointed in accordance with established DoD policies and procedures.

In addition, the Board's DFO is required to be in attendance at all Board and Subcommittee meetings for the entire duration of each and every meeting. However, in the absence of the Board's DFO, a properly approved Alternate DFO, duly appointed to the Board according to DoD policies/procedures, shall attend the entire duration of the Board or Subcommittee meeting. The DFO, or the Alternate DFO, shall call all of the Board's and Subcommittee's meetings; prepare and approve all meeting agendas; adjourn any meeting when the DFO, or Alternate DFO, determines adjournment to be in the public interest or required by governing regulations or DoD policies/procedures; and chair meetings when directed to do so by the Secretary of the Air Force.

9. Estimated Number and Frequency of Meetings: The Board shall meet at the call of the Board's DFO, in consultation with the Board's Chairperson. The estimated number of Board meetings is at least four per year, with at least two of those meetings taking place at the Academy.
10. Duration: The need for this advisory function is on a continuing basis; however, this charter is subject to renewal every two years.
11. Termination: The Board shall terminate upon rescission of 10 U.S.C. § 9355.
12. Membership and Designation: The Board, pursuant to 10 U.S.C. § 9355 (a) and (b)(2), shall be constituted annually and composed of 15 members. The Board membership shall include:
 - a. Six persons designated by the President, at least two of whom shall be graduates of the Academy;
 - b. The Chairperson of the Committee on Armed Services of the House of Representatives, or designee;
 - c. Four persons designated by the Speaker of the House of Representatives, three of whom shall be members of the House of Representatives and the fourth of whom may not be a member of the House of Representatives;
 - d. The Chairperson of the Committee on Armed Services of the Senate, or designee; and

Three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate.

Board members designated by the President shall serve for three years each, except that any member whose term of office has expired shall continue to serve until a successor is appointed. In addition, the President shall designate persons each year to succeed the members whose terms expire that year.

If a member of the Board dies, resigns, or is terminated, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

The Board members shall select the Board Chairperson and Vice Chairperson from the total membership.

If a member of the Board fails to attend two successive Board meetings, except in a case in which an absence is approved in advance for good cause by the Board Chairperson, such failure shall be grounds for termination from membership on the Board, pursuant to 10 U.S.C. § 9355(c)(2)(A) (hereinafter referred to as “absenteeism provision”).

Termination of membership on the Board pursuant to the absenteeism provision, in the case of a member of the Board who is not a member of Congress, may be made by the Board’s Chairperson and, in the case of a member of the Board who is a member of Congress, may be made only by the official who designated the member. When a member of the board is subject to termination from membership on the Board under the absenteeism provision, the Board’s Chairperson shall notify the official who designated the member. Upon receipt of such a notification with respect to a member of the Board who is a member of Congress, the official who designated the member shall take such action as that official considers appropriate.

Board members who are full-time or permanent part-time Federal Officers or employees shall be appointed as regular government employees or *ex officio as appropriate*. Board members designated by the President or the Congress, who are not full-time or permanent part-time Federal officers or employees, shall be appointed to serve as special government employees under the authority of 5 U.S.C. § 3109.

With the exception of travel and per diem for official travel, Board members serve without compensation.

The Board, pursuant to 10 U.S.C § 9355 (g), may, upon approval by the Secretary of the Air Force, call in advisers for consultation, in accordance with 5 U.S.C § 3109. These advisers shall, with the exception of travel and per diem for official travel, serve without compensation.

13. Subcommittees: The Department, when necessary and consistent with the Board’s mission and DoD policies and procedures, may establish Subcommittees, task groups, or working groups to support the Board. Establishment of Subcommittees will be based upon written determination, to include terms of reference, by the Secretary of Defense, the Deputy Secretary of Defense, or the Secretary of the Air Force as the Board’s sponsor.

Such Subcommittees or workgroups shall not work independently of the chartered Board, and shall report all their recommendations and advice solely to the Board for full deliberation and discussion. Subcommittees, task forces, working groups have no authority to make decisions and recommendations, verbally or in writing, on behalf of the chartered Board; nor can any Subcommittee or its members update or report, verbally or in writing, directly to the DoD or any Federal officers or employees.

All Subcommittee members shall be appointed by the Secretary of Defense according to governing DoD policies/procedures, even if the member in question is already a Board member. Such individuals shall be appointed to serve as experts and consultants under the authority of 5 U.S.C. § 3109, and shall serve as special government employees. Subcommittee members, with the approval

of the Secretary of Defense, may serve a term of service on the Subcommittee of one-to-four years; however, no Subcommittee member shall serve more than two consecutive terms of service unless otherwise authorized by the Secretary of Defense. All Subcommittee appointments must be renewed on an annual basis. With the exception of travel and per diem, Subcommittee members shall serve without compensation.

Each Subcommittee member is appointed to provide advice on behalf of the government on the basis of his or her best judgment without representing any particular point of view and in a manner that is free from conflict of interest.

All Subcommittees, task forces, and working groups shall operate under the provisions of the FACA, the Government in the Sunshine Act, governing Federal statutes and regulations, and governing DoD policies/procedures.

14. Recordkeeping: The records of the Board and its Subcommittees shall be handled according to section 2, General Records Schedule 26 and governing DoD policies and procedures. These records shall be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552, as amended).

15. Filing Date: November 26, 2012

UNITED STATES AIR FORCE ACADEMY

BOARD OF VISITORS

BYLAWS

ARTICLE I: AUTHORITY AND PURPOSE

The United States Air Force Academy Board of Visitors (the Board) is governed by Title 10, U.S. Code, § 9355, *Board of Visitors*. It is an oversight board in the executive branch of the government established to inquire into the morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

Unlike a corporate board of directors, this Board cannot be directive in its oversight role. The Board is an advisory board charged with providing independent advice and recommendations on matters relating to the U.S. Air Force Academy. The Board shall be responsible for advising the Superintendent (and, in turn, the Chief of Staff, the Secretary of the Air Force and the Secretary of Defense) by making recommendations on significant matters relating to the Academy.

The Board may request, without restriction, information, facts, and briefings in support of its role to oversee operations of the Air Force Academy.

The Secretary of the Air Force and the Superintendent of the Academy shall provide the Board candid and complete disclosure, consistent with applicable laws concerning disclosure of information, with respect to institutional problems.

ARTICLE II: RULES OF CONSTRUCTION

Nothing in these bylaws shall be construed to supersede the provisions of the public laws of the United States, or any Air Force or Department of Defense regulation, directive, or instruction. Nothing in these bylaws shall be construed to create liability in any Board member for any action taken by the Board or the Air Force Academy.

ARTICLE III: MEMBERSHIP

Section 1 - Board of Visitors: By law, the Board of Visitors of the United States Air Force Academy is constituted annually and consists of:

- a. Six persons designated by the President. At least two of these members shall be graduates of the Academy.
- b. The chairman of the Committee on Armed Services of the House of Representatives, or his designee.
- c. Four persons designated by the Speaker of the House of Representatives, three of whom shall be members of the House of Representatives and the fourth of whom may not be a member of the House of Representatives.
- d. The chairman of the Committee on Armed Services of the Senate, or his designee.

e. Three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate.

Section 2 - Term of Service: By law, the persons designated by the President serve for three years each except that any member whose term of office has expired shall continue to serve until his successor is designated. The President shall designate persons each year to succeed the members designated by the President whose terms expire that year. If a member of the Board dies or resigns or is terminated as a member of the board, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

Section 3 - Service Expectation: The Board is a working board and its members are expected to attend all meetings and to participate in the activities of the Board. Board members have the duty to make constructive recommendations to ensure the mission of the Academy is appropriately met. If a member of the Board fails to attend two successive Board meetings, except in a case in which an absence is approved, for good cause, by the Board chairman, such failure shall be grounds for termination from membership on the Board. A person designated for membership on the Board shall be provided notice of the provisions of this paragraph at the time of such appointment.

When a member of the Board is subject to termination from membership on the Board, the Board chairman shall notify the official who designated the member. Upon receipt of such a notification with respect to a member of the Board who is a member of Congress, the official who designated the member shall take such action as that official considers appropriate. In the case of a member of the Board who is not a member of Congress, termination of membership may be made by the Board Chairman.

Section 4 - Officers:

- a. The officers of the Board are the Chairman and the Vice Chairman. A chairman and a vice chairman shall be elected annually by the Board at an organizational meeting held during the last quarter of each calendar year.
- b. The Chairman and Vice Chairman shall serve for a period of one year commencing with the beginning of the following calendar year and until their re-election or the election of their successors.
- c. The Vice Chairman shall preside at the meeting in the absence of the Chairman, or if the Chairman resigns or is unable to perform the functions of the office because of illness or death.

Section 5 - Subcommittees: The Chairman may, on an as-needed basis, create subcommittees of the parent committee (the Board). The Chairman will determine the size, focus, and duration of the subcommittees. The Chairman will designate a chair for each such subcommittee from among the members appointed and will charge these subcommittees with their tasks. The Designated Federal Official (DFO) is the authority to call parent Board and/or subcommittee meetings. Subcommittees may be used to conduct research or gather information for the use of

the entire board. Subcommittee meetings will not be open to the public, but the appropriate Chairperson shall certify the accuracy of minutes within 90 calendar days. The DFO shall also ensure that a summary of Admin and Preparatory Work meetings is required to include a listing of who attended the meeting and that the information be maintained as part of the Committee's official records. No individual Board member or subcommittee shall take official action for the Board unless authorized to do so. The Executive Secretary will assist chairs of any subcommittee with administrative support. Subcommittees shall be responsible for reviewing and making recommendations to the full board on subjects the board shall designate. Each subcommittee will be assigned a USAFA subject matter expert as a point of contact to assist with collection of any necessary information.

Section 6 - Designated Federal Officer: The Deputy Assistant Secretary of the Air Force for Force Management Integration (SAF/MRM) shall serve as the Designated Federal Officer required by section 10 (e), Federal Advisory Committee Act (FACA) (5 U.S.C. Appendix, 10(e)), and shall have the duties and responsibilities imposed by sections 10 (e) and (f), FACA (5 U.S.C. Appendix, 10 (e) and (f)). As part of those duties, SAF/MRM shall attend all meetings of the Board and may exercise the authority to adjourn any meeting of the Board, if determined to be in the public interest. As the DFO, SAF/MRM is also responsible for approving any meeting of the USAFA BoV, to include its agenda. The SAF/MRM Assistant Deputy for Officer Accessions and Programs will serve as the alternate DFO. Additional alternate DFOs will be appointed, as required by DoD policy, to attend subcommittee meetings.

Section 7 - Executive Secretary: The Executive Secretary shall be appointed by the Deputy Chief of Staff, Manpower & Personnel (AF/A1). The Executive Secretary shall abide by the provisions set forth in the Federal Advisory Committee Act to include ensuring timely notice of each meeting is published in the Federal Register; and shall ensure, subject to Section 522, Title 5, United States Code, the records, reports, transcripts, minutes, appendixes, working papers, drafts, studies, agenda, or other documents which were made available to or prepared for or by the Board of Visitors are made available for public inspection and copying at a single location. Additionally, the Executive Secretary shall:

- a. Prepare detailed minutes of each meeting of the USAFA BoV, to include a record of the persons present, a complete and accurate description of matters discussed and conclusions reached, and inclusion of any subcommittee updates/reports.
- b. Will assist chairs of any BoV subcommittee with any necessary information and administrative support.
- c. Maintain the BoV bylaws.

ARTICLE IV: MEETINGS

Section 1 - Designated Board Meeting Dates: The Board should meet at least four times a year, with at least two of those meetings at the Academy. Other than for those meetings required to convene at USAFA, meetings of the Board may be conducted in whole or in part through electronic means. The Board or its members may make other visits to the Academy in connection with the duties of the Board. Board meetings should last at least one full day. Board

members shall have access to the Academy grounds and the cadets, faculty, staff, and other personnel of the Academy for the purposes of the duties of the Board.

Section 2 - Notice of Meetings of the Board of Visitors:

- a. Notice of the scheduled or special meetings of the Board shall be published in the Federal Register in accordance with the FACA (5 U.S.C. App, 10 (a) (2)). The notice shall be published at least 15 calendar days before the date of the meeting, except that a shorter period may be authorized in an emergency situation, with the prior approval of the Department of Defense Committee Management Officer (Para E3.12.9, DoDI 5105.04). The notice shall state the time, place, and purpose of the meeting and set forth a summary of the agenda. The notice shall also state whether the meeting will be open to the public.
- b. All meetings of the Board shall be open to the public. In those instances where the Chairman recommends certain sessions (e.g., sessions involving personal information protected by the Privacy Act of 1974) of a scheduled meeting, or the entire meeting, should be closed to the public in accordance with provisions of Section 552b(c), Title 5, United States Code, the Chairman will notify the Executive Secretary.

Section 3 - Agenda: Prior to each meeting, the Chairman shall prepare a meeting agenda after consultation with other members of the Board, the Superintendent of the Air Force Academy, the DFO, and others as deemed appropriate. Agenda topics for convened meetings will include:

- a. Review of the United States Air Force Academy strategic plans, objectives, and performance metrics.
- b. Review and assess goals, objectives, initiatives and performance.
- c. Update milestones and accomplishments from independent audits that have received leadership attention.
- d. Those matters deferred from previous Board meetings for consideration at the next scheduled meeting.
- e. Those matters proposed for discussion by the Academy or the Department of the Air Force that are agreed to by the Board Chairman.
- f. Those matters proposed for discussion by Board members, provided the Board Chairman agrees to them and the Executive Secretary has reasonable time to coordinate Academy and Department of the Air Force views on the proposed matters.
- g. The following agenda items will be discussed on an as needed basis:
 - 1) Initiatives that incur significant costs to the Federal Government but where the benefits are not readily linked with established Academy strategic goals, objectives, or performance metrics.

2) Initiatives connected to broad cultural change that will take concerted effort from Academy and AF leadership.

h. At the conclusion of each Board meeting, the members shall be apprised of tentative dates and locations for subsequent Board meetings.

i. Any member of the Board may make special visits to the United States Air Force Academy, in addition to those described herein, in connection with the duties of the Board or to consult with the Superintendent.

Section 4 - Quorum: No business may be transacted at a meeting of the Board unless a quorum of six members is present. Participation in a Board meeting through electronic means suffices for attendance for the purpose of obtaining a quorum. In other words, regardless of the forum (a face-to-face meeting, an electronic-based meeting, or a combination of both), at least six members must participate for business to be transacted.

Section 5 - Parliamentary Procedure: Except as provided herein or through decisions of the Board, *Robert's Rules of Order* shall apply in all proceedings and discussions of the Board of Visitors and its subcommittees. All questions shall be decided by a majority vote of the members present (in person or by electronic means). Each member shall have one vote. Voting may be done by mail ballot or by telephone call, electronic mail, or other means designated by the Board, the Chairman, or subcommittee chairmen.

Section 6 - Participation of the Public: Members of the public attending open meetings and briefings of the Board may, upon approval by the Chairman, be allowed to present questions from the floor or speak to an issue under discussion by the Board. Any member of the public shall also be permitted to file a written statement with the Board. Written statements must address the following: the issue, discussion, and a recommended course of action. The proposed statement will be submitted to the DFO. However, if a written statement is not received at least 10 days before the first day of the scheduled meeting then it may not be provided to, or considered by, the BoV until its next open meeting. The DFO will review all timely submissions with the BoV Chairperson and ensure they are provided to members of the BoV before the meeting that is the subject of the proposed written statement. If, after review of timely submitted written comments, the BoV Chairperson and DFO deem appropriate, they may choose to invite the submitter of the written comments to orally present their issue during an open portion of the BoV meeting subject to the submitter's request. The DFO and BoV Chairperson may, if desired, allot a specific amount of time for members of the public to present their issue for BoV review and discussion. Direct questioning of BoV members or meeting participants by the public is not permitted except with the approval of the DFO and Chairperson.

Section 7 - Proxy Voting: Proxy voting is not allowed. A letter from an absent member presenting a position on a particular matter under consideration by the Board shall not constitute a vote on the matter, but the letter may be read to the Board by the Chairman and shall be appended to the Minutes of the Board.

Section 8 - Special Meetings: The Chairman may propose a special Board meeting for good cause or upon written request of at least a majority of the Board members.

Section 9 - Minutes of the Board of Visitors: Detailed minutes of any meeting held by the Board shall be kept by the Executive Secretary and shall contain a record of persons present, a complete and accurate description of matters discussed and conclusions reached, if any, and copies of all reports received, issued, or approved by the Board. The statement of members will appear only in summation form, except any member may exercise the right to have views incorporated verbatim in the minutes. Minutes shall be compiled by the Executive Secretary and certified by the Chairman of the Board. Subject to 5 U.S.C. Section 552, the records, reports, transcripts, minutes and other documents pertaining to the Board's activity will be available for public inspection in the office of the Executive Secretary.

Section 10 - Reports: The Board shall prepare a semiannual report containing its views and recommendations pertaining to the Academy, based on its meetings since the last such report and any other considerations it determines relevant. Each such report shall be submitted concurrently to the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives.

a. The Chairman shall be responsible for the preparation of the reports and the members of the Board of Visitors should approve the reports by a majority vote.

b. The Secretary and Chief of Staff of the Air Force, as well as the Superintendent of the Academy, will receive a copy of the approved reports.

ARTICLE V: GENERAL

Section 1 - United States Air Force Academy: The United States Air Force Academy, without restriction, will provide to the Board information, briefings, and facts in preparation for meetings in support of its role to oversee operations of the United States Air Force Academy, and will provide Board members access to the Academy grounds and cadets, to include attending classes and meeting with cadets informally and privately. Also, the Superintendent of the Air Force Academy will ensure BoV members receive candid and complete disclosure of all institutional problems, to include cadet and faculty surveys, and any information related to the culture and climate of the Academy.

Section 2 - United States Air Force: The Air Force, as an executive branch department, is responsible for implementing policies, law, regulations, and statutes concerned with the Academy, as well as achieving the desired outcomes. This is done through the chain of command that proceeds from the Secretary of the Air Force to the Chief of Staff of the Air Force, and then to the Superintendent of the Air Force Academy.

Section 3 - Amendments of Changes to the Bylaws of the Board of Visitors: The bylaws will be reviewed annually. Amendments or changes to the bylaws of the Board of Visitors may be suggested to the Board Chairman, in writing, by any member as an Agenda item at a scheduled Board meeting not less than 30 days prior to the meeting. The assent of at least two-thirds of the members of the Board is necessary to amend or change these bylaws.

Section 4 - Reimbursement: While performing duties as a member of the Board, each member of the Board and each adviser shall be reimbursed under Government travel regulations for travel expenses.

(Approved 10 January 2008)

APPENDIX 1: Minutes from Quarterly Meeting of the USAFA BoV, 14-15 September 2012

MINUTES OF THE REGULAR MEETING BOARD OF VISITORS (BoV) UNITED STATES AIR FORCE ACADEMY (USAFA)

The Chair opened the September Board of Visitors meeting on September 14, 2012 and the meeting concluded on September 15, 2012. The meeting was held at the Air Force Academy in Colorado Springs, CO.

ATTENDANCE

MEMBERS PRESENT:

Ambassador Susan Schwab (Chair)
Mr. Alfredo Sandoval (Vice Chair)
Representative Doug Lamborn (R-CO)
Representative Jared Polis (D-CO) via Telecon
Mr. Robin Hayes
Lt General (Ret) Arlen "Dirk" Jameson
Major General (Ret) Marcelite Harris
Dr. Thomas McKiernan
Mr. Fletcher "Flash" Wiley

MEMBERS ABSENT:

Senator Michael Bennet (D-CO)
Senator Lindsey Graham (R- SC)
Senator John Hoeven (R- ND)
Senator Ben Nelson (D-NE)
Representative Loretta Sanchez (D-CA)
Representative Niki Tsongas (D-MA)

AIR FORCE SENIOR STAFF:

Lt Gen Darrell Jones, AF/A1
Mr. Bill Booth, SES, SAF/MRR -- USAFA BoV, Designated Federal Official (DFO)
Brig Gen Gina Grosso, AF/A1P

USAFA SENIOR STAFF:

Lt Gen Michael Gould, Superintendent
Brig Gen Greg Lengyel, Commandant of Cadets
Brig Gen Dana Born, Dean of the Faculty
Dr. Adis Vila, Chief Diversity Officer
Col Tamara Rank, Vice Superintendent
Col Tim Gibson, 10th Air Base Wing Commander
Col (Ret) Gail Colvin, Director of Staff
Col Bart Weiss, Vice Director of Athletics
Col Kim Hawthorne, Director of Plans, Policies and Assessments
Col Carolyn Benyshek, Director of Admissions
Col Scott Dierlam, United States Air Force Academy Liaison

Lt Col Frank Verdugo, Comptroller
Mr. Dave Cannon, Director of Strategic Communications
CMSgt Steve Ludwig, USAFA Command Chief

BoV EXECUTIVE SECRETARY:

Lt Col Tammy Trychon (AF/AIPT)

Opening Comments

The Board convened, and meeting was called to order at 4:00 p.m. by Ambassador Schwab followed by brief introductions. The DFO was present and enough members were in attendance to establish a quorum. The Board first voted on a new subcommittee structure (Academic Affairs, Diversity, and Infrastructure and Resources). Next, Lt Gen Jameson (Retired) recommended the meeting location be added to the May meeting minutes. Ambassador Schwab agreed and made a motion for the minutes to be adopted with edits. All members present responded in the affirmative. Ambassador Schwab announced her intent to resign from the Board of Visitors, and that this would be her last meeting.

Climate Survey Update

Ambassador Schwab began the Climate Survey Update by introducing Brenda Gainey and Ashley Romero from the Air Force Personnel Center (AFPC) to brief the USAFA Climate Survey results. Ms. Gainey began the presentation by describing AFPC's strategy in constructing the survey including: researching surveys from other service academies, speaking with USAFA personnel, and modeling parts of the survey after the Air Force Climate Survey. Ms. Gainey explained that the collection process took place from October 2011 through February 2012 and the survey was both voluntary and anonymous.

Ms. Gainey said both RAND and the Defense Manpower Data Center (DMDC) independently reviewed the survey and provided feedback as necessary. It was determined through an independent review that the survey would not be subject to an Institutional Review Board (IRB). Ms. Gainey noted that the survey target was a 95% confidence level with a 5% margin of error. AFPC achieved sufficient participation for cadets, faculty, and staff at the aggregate level; however, they were not able to break out results at lower levels (i.e. class, department, minority group, etc) because of the lower than desired response rates. Ms. Gainey shared that although they were confident the results were representative they wanted to know the reason(s) for the low response rate. Therefore, a team traveled to the Academy and held a focus group with 115 cadets to understand why some cadets chose to not participate. She said that the team discovered low response rates could be due to lack of time to complete the survey and the fact that the survey was not mandatory. There was also no incentive used to encourage cadet participation. Ms. Gainey said that during their focus group conversations with cadets, they recommended using shorter surveys, having USAFA endorse cadet participation, and distribute surveys during class time as opposed to during the weekend. Cadets also mentioned that they do not get to see survey results which could be a motivator to complete future surveys.

Ms. Gainey said the majority of respondents reported being satisfied with their overall USAFA experience, however there were some cadet concerns around intercollegiate athletics.

She then turned the presentation over to Ms. Romero to brief the Board on the detailed survey results. Ms. Romero first discussed the cadet results. Ms. Romero shared that 53% of cadets cited preferential treatment based on Intercollegiate (IC) status. In this section both athletes and non-athletes thought that the other had it better.

Ms. Romero stated that over 60% of cadets reported that underage drinking occurs daily, weekly, or monthly at USAFA. Ambassador Schwab and Lt Gen Jones clarified the survey results by confirming that the question was really asking if cadets were aware of underage drinking, which Ms. Romero confirmed. Next, Ms. Romero introduced sexual harassment. Ambassador Schwab asked if cadets could check more than one type of harassment and Ms. Romero replied that cadets could check all types of harassment that applied. Lt Gen Jameson asked for confirmation that 7% of cadets reported they had personally experienced harassment to which Ms. Romero replied in the affirmative.

Ms. Romero explained that AFPC tried to align the cadet, faculty, and staff surveys with the same topic areas: satisfaction, integrity, inclusion, etc. She explained that questions were asked about preferential treatment in addition to asking about negative treatment so that AFPC could compare responses. Lt Gen Jameson asked if the airbase wing was included in the Academy staff results. Ms. Romero responded that they were included in the data.

Next, Ms. Romero presented the results of the USAFA staff survey. In particular she said that only 54% agreed opportunities for promotion are fair, while 75% agreed that performance evaluations are fair. Ms. Romero explained that AFPC was not able to determine the population distribution for religions due to inconsistencies between Cadet Administrative Management Information System (CAMIS) and survey responses. She said that they were able to compare cadet, faculty, and staff data for questions that were the same.

Ms. Romero discussed the comparison between USAFA and other institutions and pointed out that USAFA faces many of the things that other institutions are currently facing. Lt Gen Jameson confirmed that the data was for *underage* drinking and Ms. Romero responded that the survey was specifically asking for underage drinking.

Next, Mr. Sandoval asked if it was normal for staff General Council (GC) to be wording questions on the survey. Ms. Romero responded that staff GC looked at the survey from a legal perspective and there were a few questions they recommended be deleted and pointed out questions that may not have been clearly articulated in the draft survey. Ms. Romero went on to explain that they also coordinated with the chaplain and sought input from all the functional authorities that had areas referenced in the survey. Mr. Wiley pointed out that the coordination was done exactly the same as the Air Force Climate Survey. Mr. Booth stated the importance of the baseline climate survey and the purpose of the legal check was to ensure no lines were being crossed.

Lt Gen Jones and Mr. Sandoval spoke briefly about the Air Force Climate Survey and Lt Gen Jones stated that he hears from cadets he mentors about "survey fatigue." He noted the importance of ensuring cadets know that we value their input and are looking at this data to improve their experience. Mr. Sandoval stated that as a former cadet he felt they were surveyed

to death. Ambassador Schwab confirmed that similar sentiments were felt during focus groups with cadets. She pointed out that the survey numbers were impressive but it's unfortunate that the numbers can't be parsed further. She noted that she was distressed to see a 15% response rate from cadets; however, she understands cadets are surveyed frequently and accepts the outcome. Ambassador Schwab said that now we have baseline data and the next time a survey is administered perhaps you administer it during a time of year when USAFA isn't conducting other surveys. She reiterated the idea of adding an incentive or using the word "mandatory" in the subject line to try to improve cadet completion of future surveys. Mr. Wiley commented that if cadets were disgruntled about something specifically going on at the Academy it would have come out in the responses.

Lt Gen Jameson asked if there were any actions required of the administration at this point. Lt Gen Jones responded that the survey data goes to Lt Gen Gould, leadership, the Secretary, and the Chief for review. Next, Ambassador Schwab asked if the survey results are publicized. Lt Gen Gould responded that two days ago he received permission from the Secretary to release this data to the public. Lt Gen Gould confirmed that the PowerPoint slides would be available on the USAFA website.

Lt Gen Jones stated that the Air Force is proud of the survey results but needs to come up with a strategy to increase the survey response rate. Ambassador Schwab advised the Board not to let the survey gather dust and instead follow up, keep this data in mind to identify trends, and ultimately assess if the Academy has improved, deteriorated, or remained the same. Additionally, Ambassador Schwab recommended not re-writing the questions in future surveys because that will make it challenging to collect longitudinal data.

Mr. Hayes stated that he was proud of the numbers but not surprised. Mr. Wiley shared that he wished there was a punch-list or inventory of key action items in follow up to the survey results. Lt Gen Jones said that he felt we needed to get the survey out before taking time to develop strategies for improvement.

Ambassador Schwab noted that the issues addressed in the survey (i.e. religious climate, sexual assault, etc) are areas that the Academy has looked at across the past several years. The survey indicated that respondents feel that these issues are under control. However, Ambassador Schwab cautioned the Board against complacency and reiterated that the Board should continue to ensure that the Academy is moving in the right direction. Lt Gen Gould affirmed Ambassador Schwab's comments and stated that there is no finish line and the effort to move positive things further to the right is a continuous effort. Lt Gen Jones thanked the Manpower Agency and staff of the Air Force Personnel Center for their hard work. Ms. Romero responded that they were very impressed with the cadets, citing the fact that they were very articulate and bright. Ambassador Schwab called for any additional questions and then concluded the proceedings for Friday.

(The proceedings concluded at 5:30 PM.)

On Saturday morning the meeting was called to order by Ambassador Schwab who thanked Lt Gen Gould for hosting dinner the previous evening. Again, the DFO was present and a quorum was established. She explained that the first order of business would be to vote on the new Board

of Visitors officer slate. Lt Gen Jameson voiced his nomination for Mr. Sandoval for the position of BoV Chair; there were no other nominations. Ambassador Schwab called a vote and all BoV members responded in the affirmative. No members were opposed. She then asked for nominations for the Vice Chair and Maj Gen Harris responded by nominating Lt Gen Jameson for Vice Chair. All BoV members present responded in the affirmative to Lt Gen Jameson's nomination and again no members were opposed.

Ambassador Schwab said the new leadership has great promise and noted the challenge of the Board of Visitors is to balance being a friend and advocate to the Air Force Academy while providing constructive criticism. She commented that one ongoing challenge for the Board will be to further engage the members of Congress appointed to the BoV.

Subcommittee Chair Update

The subcommittee chair updates began with Academic Affairs. Dr. McKiernan spoke on behalf of the subcommittee and explained that they discussed faculty promotions, cadet academic performance, accreditation, and the curriculum review process. He shared that this spring the class of 2012 had the highest performance since the class of 2005. In fact, he said that 117 will continue on to graduate school, 40 cadets received national competitive scholarships, 31 received professional scholarships, two Marshall Scholars and one Rhoades scholar. He informed the Board that the subcommittee will continue to monitor pertinent academic issues with the assistance of the Dean.

Next, General Harris provided a Diversity Subcommittee update. She discussed putting a diversity plan into action that contains both goals and measurements that should be reviewed quarterly by USAFA's Superintendent. Maj Gen Harris asked Col Benyshek to provide a brief rundown on the challenges assessing Academy diversity, specifically the component of USAFA accessions. Col Benyshek explained that the Academy has changed their outreach efforts by focusing on strategic cities and congressional districts that are currently underrepresented in the Air Force. Mr. Sandoval shared his belief that the Academy should be looking into two-year colleges for potential minority candidates and Ambassador Schwab praised the idea. Mr. Wiley shared his recruitment experience with the Board.

The following Subcommittee briefing came from Infrastructure and Resources, chaired by Mr. Hayes. He stated that USAFA is a national treasure and the institution has critically important repair and construction needs. Dr. McKiernan commented that it is essential to prioritize the Fix USAFA program, specifically focusing on the areas that directly influence cadets (i.e. dorms, academic buildings, gym, Mitchell Hall, etc). Lt Gen Jones responded that the problem with the Air Force's centralization is that it makes it very difficult for the Superintendent to control resources that are needed during emergency circumstances. He shared that with the constrained budget only emergency repairs will be able to compete for funding. Lt Gen Jones commented that as you continue to defer maintenance you get more and more emergencies and because of the centralized system it makes repairing necessary areas difficult. Next, Mr. Sandoval asked for a summary of the areas that need repair and the associated costs.

Ambassador Schwab recommended that the Board walk around the campus during the next Colorado BoV meeting so the Board may see firsthand the repairs needed. Mr. Wiley asked if

the government has set aside funding for USAFA maintenance and repairs. Ambassador Schwab responded that unfortunately monies were not set aside for maintenance. Lt Gen Jones continued that the money comes from military appropriations and because of the centralized system it takes the funding discretion away from the base level leadership.

Lt Gen Jameson clarified that the Fix USAFA program is a multi-year campaign designed specifically for the Academy to fix the major structures on campus, but does not encompass new construction or underlying infrastructure such as heating and water systems. He suggested that in the future we discuss the need for repairs with the underground and above ground infrastructure. Ambassador Schwab proposed that as the Academy raises money for the Leadership Center in the future, to include a portion of funds for annual maintenance.

Finally, Ambassador Schwab provided details from the Strategic Planning Committee. She commented that the Board had a lengthy conversation on getting our congressional Board members more engaged.

Superintendent's Update

Lt Gen Gould began the Superintendent's Update and explained that there were a series of calls with the whole Academy team when the cadets came back to USAFA for this Academic year. He shared a series of slides that were presented to the Academy team including a methodology and strategic plan. Lt Gen Gould said that the goal of USAFA is to graduate highly educated and trained officers who are inspired leaders of character.

Next, Lt Gen Gould introduced the new Prep School Commander, Col Kabrena Rodda; Commander of 306 FTG, Col Joe Rizzuto; and the new Command Chief, CMSgt Steve Ludwig. He then asked the Chief to provide the Board a few insights from his first few months at the Academy. CMSgt Ludwig commented that the Academy has included enlisted personnel in the character development of our officers. He noted that the Air Force has 260,000 enlisted people and 330,000 total active duty airman so when these cadets graduate they are going to go out and lead the enlisted people that are helping to develop them. CMSgt Ludwig said it's key that cadets are not isolated from the enlisted corps at the Academy.

Next, Lt Gen Gould briefed the Board on recent Academy challenges. He shared the steps USAFA recently took to improve the issue of suicide and prevention at USAFA. Brig Gen Greg Lengyel commented that USAFA has a Peak Performance Center to serve as a resource for cadets who may feel stressed and wish to speak with a counselor. The Center is a place to help cadets feel comfortable, not threatened, and a good starting point to find help if needed. CMSgt Ludwig pointed out that USAFA has reached out to the veteran's community to help teach staff and cadets the signs of distress and the best ways to get help if needed. He shared the statistics that across the Air Force 18 veterans are lost every day to suicide. Lt Gen Gould commented that USAFA is currently celebrating the "saves" and will continue to work hard to prevent suicide at the Academy.

Lt Gen Gould then brought the Board's attention to the issue of honor disenrollment. He stated that should a cadet be honorably disenrolled from the Academy, he provides a recommendation to the Secretary on cadet recoupment or enlisted service. Lt Gen Gould clarified that if a cadet is

disenrolled for conduct that involves UCMJ and anything within the criminal arena (i.e. drugs), the Academy will make the recommendation that the cadet is not fit for further military service. In this example, the cadet will be billed for recoupment. Mr. Wiley asked where the recoupment money goes and Lt Gen Gould responded that the Defense Finance and Accounting Service owns the recoupment process.

The next topic discussed was the issue of court-martial cases currently involving USAFA cadets. Lt Gen Gould provided a brief update on a few cases; however, he was unable to discuss cases that are still under review.

The briefing took a positive turn and Lt Gen Gould had an opportunity to discuss many of the great things happening at the Academy. First, he shared that the 2012 graduating class had 1,079 cadets made up of 8.4% Hispanic and 5% African American. In terms of attrition, Lt Gen Gould shared that the Academy was at 20% for the class of 2012. Ambassador Schwab commented that given the rigor of the program if you were to take the retention rate and compare it to other four-year universities, USAFA would exceed.

Next, Col Hawthorn provided the Board five and ten-year attrition data. Overall, he explained that the minority attrition rate is in line with overall numbers and that the class of 2012's attrition rate was lower than the five and ten-year averages. Lt Gen Jones asked if USAFA counts attrition starting the day cadets arrive and Col Hawthorn responded that attrition data includes Basic Cadet Training (BCT). Finally, Lt Gen Gould shared that the class of 2012 had 117 graduates selected for graduate school.

Lt Gen Gould spent a moment discussing the Colorado Springs fires. He shared that USAFA cadets assisted with the cleanup efforts and were very warmly received by the community. Likewise, many community members offered their buildings during the wildfires to ensure that BCT and summer classes weren't displaced because of the blaze. He shared that Hershel Walker visited the Academy and spoke to cadets about his struggles and provided inspirational testimony of his life experiences.

Lt Gen Gould took a moment to focus on the USAFA class of 2016. He mentioned that the diversity numbers were slightly down and the attrition numbers were a bit higher due to lack of "babysitting" of cadets. During BCT, if the cadets did not want to be there they were sent home. Lt Gen Jameson asked about the 10% attrition for women and wanted to know if every cadet had a counseling session before they left training. Col Hawthorn responded that the majority of resignations were for female cadets who felt the Academy was not for them and that each cadet was provided a counseling session before being released from the Academy. Lt Gen Gould noted that USAFA is very close to their cadet end strength goal.

Lt Gen Gould touched on valuable USAFA summer opportunities for cadets including: new Expeditionary Survival and Evasion Training, the USAFA Summer Research program that provided research opportunities for over 200 cadets and the Ambassadors of Inclusion program that provided cadets an opportunity to travel internationally and learn about different cultures around the world.

Lt Gen Gould praised Academy athletics and shared the Academy's focus across the next year on curriculum review. He said that per Gen Welsh's request, the Academy leadership is discussing the curriculum through a clean slate concept. For example, if we were going to start fresh and build an Air Force Academy in the future what would we teach cadets? How would we run a disciplinary system? Lt Gen Gould mentioned that USAFA is forming a group to review USAFA institutional control in an effort to prevent anything similar to what happened at Penn State. He said that he will likely ask one of the Board members to serve on that team. Ambassador Schwab thanked Lt Gen Gould for his presentation and the Board went directly into a closed session.

CHARACTER UPDATE BRIEF (CLOSED SESSION)

Brig Gen Lengyel provided an update on cadet disciplinary issues during this closed session.

USAFA SEXUAL ASSAULT PREVENTION AND RESPONSE PROGRAM

Col Renner led the Sexual Assault Prevention and Response Program briefing and shared the different programs for cadets and permanent party. She began by discussing the permanent party program stating that those on active duty will participate in standard intervention training that is mandated from the Air Force. Col Renner said that USAFA is part of the team working a follow-on program to the standard AF-wide training. She explained that for cadets, USAFA breaks education into a four year development program and for those with non-prior service a 90-minute session on policies and definitions is offered. Col Renner explained that the Academy brings in sexual response coordinators, guest speakers, and provides a sex-signal presentation after basic training.

Next, Col Renner mentioned that USAFA has a sexual assault response team headed by the SARC and deputy SARC. She explained that the Peak Performance Center is staffed by psychologists and social workers and are accredited under a college counseling center process. Mr. Sandoval asked if cadets have privacy rights. Col Renner replied that they do. In fact, she said that the Peak Performance Center cannot force them to receive medical help. She informed the Board that there is an Academy Response Team that meets twice a month to discuss all SARC cases. Col Renner mentioned that there is also a monthly meeting with Lt Gen Gould in an effort to create awareness of cases among senior leadership at the Academy.

Col Renner shared a few directive and policy changes, specifically Article 120, which assigns different categories to different kinds of sexual misconduct to make it easier to charge and prove offenders. Next, Col Renner shared that they hear from cadets that they do SAPR training all the time when in fact, they receive 10.5 hours across four years at the Academy. She pointed out that in law class or during other subjects the topic of sexual assault is likely discussed. Lt Gen Jones agreed with Col Renner's point explaining that other subjects are bound to bring up this issue. Mr. Wiley asked if the Commandant has the ability to intervene in the sexual assault management process. Col Renner responded that sexual harassment issues are often handled at the Commander level. Additionally, she mentioned a commander's incident form that may be used if a commander takes action on a sexual harassment or EO issue. Lt Gen Jameson shared that he was very interested in this topic and he wants to keep visiting this issue in future discussions.

Col Renner shared that on the second day of basic training cadets are given a helping agency brief. USAFA brings in the chaplain, SARC, the Peak Performance Center and the EO folks to explain to each cadet who they should go to if something is not right. Mr. Hayes asked if there has been an increase in these issues in the last few years. Lt Jen Jones interjected by stating that it has always existed and we are much better now. He said that our tolerance of these types of issues has changed drastically and we as an institution have come a very long way.

Col Renner concluded by sharing that the service academies are hosting quarterly conference calls and a yearly in-person meeting to share issues, best practices, and get the different academies talking with one another on this issue.

CRITICAL THINKING ASSESSMENT TOOL

Ambassador Schwab shared that the Critical Thinking Assessment Tool was brought to the Board's attention last meeting by Maj Gen Harris during a subcommittee meeting. Brig Gen Born began the presentation by having the Board participate in a critical thinking exercise.

Next, Brig Gen Born stated that many of USAFA faculty members are engaged to determine the most efficient and effective way to teach critical thinking to cadets. She said starting critical thinking education early is important to ensure continued development over time. Additionally, she said the faculty has created linkages between cadet courses starting in their freshman year. Brig Gen Born told the Board that cadets received language guides to help influence their critical thinking and developed a Critical Thinking Guide that describes the importance of critical thinking in training to be an officer in the Air Force.

Brig Gen Born shared that USAFA's seniors scored significantly higher than the national average on the Critical Thinking Assessment Test that is administered by over 100 universities across the country. However, Brig Gen Born mentioned that they are looking into why there is not more growth between the spring and fall semester for each class and how GPA fits into the Critical Thinking Assessment score. Dr. McKiernan praised the tool and the Critical Thinking Guide. Maj Gen Harris asked if the classes have been revamped as a result of the focus on critical thinking and Brig Gen Born replied that they had to be reviewed.

Ambassador Schwab commented that she felt this was a very useful tool. She shared that from her perspective the challenge in higher education is adding value and quantifying that data. (End of morning session.)

DIVERSITY IN THE DEAN'S FACULTY

Following the lunch break, Ambassador Schwab gathered the Board for the afternoon briefing on diversity. She pointed out that the Board had previously requested a diversity deep dive into both the Athletic Department and the Dean's Faculty. Ambassador Schwab turned the presentation over to Brig Gen Born.

First, Brig Gen Born discussed USAFA's definition of diversity which is a composite of individual characteristics, experiences and abilities consistent with Air Force Core Values. Next, Brig Gen Born stated that diversity and inclusion is a very systemic issue that begins with admissions and ensures USAFA is recruiting quality candidates. Equally as important is the

advancement of students to achieve learning outcomes at the Academy and help them to reach their fullest potential.

Brig Gen Born mentioned that USAFA has seen a different population come into the Air Force (i.e. super-athletes, students going through Recondo, high volumes of first generation college students, etc) that makes having a diverse faculty paramount. Gen Born told the story of when she was a cadet in 1979 there was one female faculty member at USAFA. She noted that at the time there were not many people who looked like her and it was not until she was a second lieutenant that she met a female general officer, Brig Gen Wilma Vaught. She reiterated that structural diversity is critically important.

Next, Brig Gen Born discussed faculty diversity beyond race and ethnicity to include diversity of perspectives and how that translates into the classroom environment. She said that USAFA is structured into academic departments instead of different colleges like other universities. Brig Gen Born communicated that permanent professor diversity has grown since her arrival at USAFA in 2002. At that time she said there was only one female on staff and now there are three women and three African American permanent professors.

Brig Gen Born spoke about the different types of USAFA faculty members including: internal officers, distinguished visiting professors, endowed professors, civilians, enlisted personnel, etc. She noted that prior to the 2009 accreditation process, USAFA's faculty was cited as not as diverse as it should be. At the time, USAFA was 17% female and 7% minorities. She pointed out that in 2012, USAFA's faculty is comprised of 20% female and 13% minorities. Brig Gen Born noted for the Board that all USAFA faculty members have at least Masters Degrees and over 50% have PhD's.

Lt Gen Jameson asked how many of the civilian faculty members had prior military experience. Brig Gen Born replied that over a third of the civilian faculty members are retired military. She pointed out the lack of female faculty members in the computer science, engineering and mechanics, chemistry, and physics departments and noted the steps USAFA is taking to "save" diverse faculty members from taking job opportunities at other colleges or universities.

Brig Gen Born provided the Board with an example of the difficulties USAFA faces when trying to recruit top faculty. Specifically, she said that an Economics civilian position opened at the Academy and the candidates were narrowed down to 4 individuals, 3 of which were women. In the end, each of the female candidates took other job opportunities and the Academy ended up hiring the male candidate.

Brig Gen Born then touched on the Scholars Program which graduated its first class in 2007. USAFA has expanded the program to provide cadets opportunities to participate in nearly 20 scholar classes. She explained to participate in the program cadets must maintain a 3.5 GPA and participate in 10 of the scholar classes. Brig Gen Born made the distinction that it's not a scholarship-grooming program, but rather a scholars program where many participants go on to earn nationally competitive scholarships. In terms of graduate school, Brig Gen Born again mentioned that 117 cadets from the 2012 class were selected for scholarships. She pointed out that the graduating class was comprised of 18.5% women of which 20% are going off to

graduate school. However, only two African Americans and five Hispanics are continuing on to graduate school.

Next, Brig Gen Born shared that the GPA of African American cadets is lower in every category when compared to the average cadet GPA. When the Academy controlled for this issue the data did not change. She stated that they analyzed demographic data for both MPA and PEA and found that African American cadets were lower across the board on average for MPA, but for PEA the African American cadets were significantly higher. Mr. Sandoval asked if there are a higher percentage of African American intercollegiate athletes. Brig Gen Born replied in the affirmative.


Ambassador Schwab introduced Dr. Adis Vila, Chief Diversity Officer at USAFA. Dr. Vila noted that as a lawyer she is cognizant that there are limitations to setting goals and quotas for diversity. She said that the diversity plan is focused on the big picture plan for USAFA at this point and that she and her team will meet quarterly to review how the Academy is doing.

Dr. Vila pointed out a few diversity challenges, including a lack of diversity in the Dean's list and the honors program. She said that it is important to build relationships with historically black colleges and Hispanic institutions to bring premier faculty to the Academy. Additionally, she said that the Academy needs to focus on getting underrepresented students into the international summer opportunities and other high impact programs.

Lt Gen Jones asked about the process for accepting students into the scholars program and Dr. Vila responded that there is some flexibility on the requirements. However, she noted they are not going to put an at-risk cadet into an honors class just to do it. Ambassador Schwab thanked Dr. Vila for her presentation and noted that they were over on time.

Ambassador Schwab said that it had been a privilege to serve on the Board, she again thanked Lt Gen Gould and Lt Col Trychon for their hard work in putting the Board of Visitors meetings together.

(The proceedings were adjourned at 1:50 PM.)


TAMMY M. TRYCHON, Lt Col, USAF
Executive Secretary


ALFREDO A. SANDOVAL
Chair, USAFA Board of Visitors

APPENDIX 2: Minutes from Quarterly Meeting of the USAFA BoV, 7 December 2012

MINUTES OF THE REGULAR MEETING BOARD OF VISITORS (BoV) UNITED STATES AIR FORCE ACADEMY (USAFA)

The Chair opened the December USAFA Board of Visitors meeting on December 7, 2012. The meeting was held at the Senate Visitors Center in Washington, DC.

ATTENDANCE

MEMBERS PRESENT:

Mr. Alfredo Sandoval (Chair)
Lt General (Ret) Arlen "Dirk" Jameson (Vice Chair)
Representative Jared Polis (D-CO) via Telecon
Representative Niki Tsongas (D-MA)
Mr. Robin Hayes
Dr. Thomas McKiernan
Mr. Fletcher "Flash" Wiley

MEMBERS ABSENT:

Senator Michael Bennet (D-CO)
Senator Lindsey Graham (R- SC)
Senator John Hoeven (R- ND)
Senator Ben Nelson (D-NE)
Representative Loretta Sanchez (D-CA)
Representative Doug Lamborn (R-CO)
Major General (Ret) Marcelite Harris (participated in subcommittees Dec 6)

AIR FORCE SENIOR STAFF:

Honorable Michael Donley, SAF/OS
Gen Mark Welsh III, AF/CC
Honorable Daniel Ginsberg, SAF/MR
Lt Gen Darrell Jones, AF/A1
Mr. Bill Booth, SES, SAF/MRR -- USAFA BoV Designated Federal Official (DFO)

USAFA SENIOR STAFF:

Lt Gen Michael Gould, Superintendent
Brig Gen Greg Lengyel, Commandant of Cadets
Brig Gen Dana Born, Dean of the Faculty
Dr. Hans Mueh, Director of Athletics
Dr. Adis Vila, Chief Diversity Officer
Col Rich Fogg, Vice Commander, 10th Air Base Wing
Col Kim Hawthorne, Director of Plans, Policies and Assessments
Col Carolyn Benyshek, Director of Admissions
Col Scott Dierlam, United States Air Force Academy Liaison
Mr. Dave Cannon, Director of Strategic Communications
CMSgt Steve Ludwig, USAFA Command Chief

BoV EXECUTIVE SECRETARY:

Lt Col Tammy Trychon (AF/A1PT)

OPENING COMMENTS

The Board convened and the Chairman, Mr. Alfredo Sandoval, called the meeting to order at 9:34 a.m. The DFO was present and enough members were in attendance to establish a quorum. Mr. Sandoval announced the presentation of the Distinguished Public Service Award to Ambassador Susan Schwab. Secretary Donley thanked Ambassador Schwab for her outstanding leadership the past three years. Next, Gen Gould and Chief Ludwig presented Ambassador Schwab with the USAFA falcon statue and again thanked her for her dedication to the Academy. Ambassador Schwab stated that it had been an honor to be associated with the Air Force Academy and shared her best wishes for the future.

Mr. Sandoval commented that, due to a requirement in the Bylaws, the Board needed to reconfirm the Board of Visitors vote for officers that occurred 15 September 2012. Mr. Sandoval called for a vote and the Board members unanimously confirmed Mr. Sandoval as Chair and Lt Gen (ret) Jameson as Vice Chair of the USAFA Board of Visitors.

Mr. Sandoval reminded the Board of the subcommittee rationale, and explained that during the next few meetings each subcommittee(s) needed to develop a charter to ensure issues are relevant and applicable to USAFA.

SUPERINTENDENT'S UPDATE

Mr. Sandoval invited Lt Gen Gould to begin the Superintendent's update and he thanked the Secretary and Chief for their participation in the meeting.

Lt Gen Gould commented that USAFA overcame challenges this year, specifically a few cadet losses and legal cases. He updated the Board on cadet legal cases and then moved into the areas of excellence for the Academy. In particular, Lt Gen Gould told the Board that cadets approached Brig Gen Lengyel to put on a 9-11 remembrance and wreath laying ceremony. He explained that the service took place at USAFA's 9/11 Memorial. Additionally, Lt Gen Gould shared that the cadets participated in a 45 mile relay across Colorado Springs to commemorate the POW-MIA remembrance. He touched on the Cadet for a Day program and the 10th Air Base Wing's firefighters who won the world championships in firefighting and continue to support the Waldo Canyon cleanup efforts.

Next, Lt Gen Gould said that the Academy broke ground on the new Center for Character and Leadership Development. He shared a video presentation and explained that major construction would begin in January. Additionally, Lt Gen Gould encouraged the Board to visit the Falcon Heritage Center during the next meeting at the Academy.

Lt Gen Gould discussed the excellence cadets demonstrated through club activities (e.g., triathlon team, men's volleyball, rodeo club, cycling team, mock trial team, cyber competition team, etc.) He shared a few other highlights including: International Week, the Forensics

Tournament hosted by the Academy, and the ACES dinner at the Dean's house. Lt Gen Gould explained that the Academy recently learned they had both a Marshall Scholar and a Holaday Scholarship winner.

Lt Gen Gould touched on the precision flying team and shared that he expects great things from the sailplane flying team this year. He commented that ESPN Sports Nation had visited the Academy and Lt Gen Gould shared a video from their time at USAFA. Next, Lt Gen Gould provided details from the second biannual religious respect conference hosted by Father Bob Bruno. He explained that the conference drew a large crowd with nearly every faith group represented. Lt Gen Gould commented that reps from other MAJCOMs attended.

Finally, Lt Gen Gould asked if the Board had any questions and Lt Gen (ret) Jameson commented that as the son of a long-time Air Force chaplain, he's followed the religious training program closely and said that he felt it was a stellar program. Mr. Wiley asked if there were any similarities in the backgrounds of cadets who were having problems that could potentially be identified and addressed in the admissions process. Lt Gen Gould explained that unfortunately the threads between cases aren't there.

Congresswoman Tsongas thanked Lt Gen Gould for the briefing and mentioned that last year's defense authorization bill discussed sexual assault and provided tools to prevent such incidents in the future. She requested that in an upcoming meeting, the Academy provide the Board with an update on how the Academy plans to deal with some of these requirements that have been made law. Lt Gen Gould responded that he would prepare a briefing for the next BoV meeting.

Mr. Sandoval thanked Lt Gen Gould and asked the Board to please review the September Board of Visitors minutes so that they could take a vote and approve the minutes. Lt Gen (ret) Jameson shared that he had a few edits and Mr. Wiley moved that the minutes be approved subject to the corrections by Lt Gen (ret) Jameson. Mr. Hayes seconded the motion and the Board approved the September minutes.

(The open session recessed at 10:27 a.m.)

CHARACTER UPDATE BRIEF (CLOSED SESSION)

Brig Gen Lengyel provided an update on cadet disciplinary issues during this closed session.

(The closed session ended and the open session reconvened at 11:22 a.m.)

REMARKS FROM HONORABLE MICHAEL DONLEY & GENERAL MARK WELSH

Secretary Donley thanked the Board for their support of the Academy and shared his appreciation for the inputs and discussion each member of the Board has provided. He announced two additional Board members that will replace Ambassador Schwab and Mr. Robin Hayes. Secretary Donley shared that Sue Hoppin, President of the National Military Spouse Network and Dr. Paula Thornhill, retired Brig Gen from the RAND Corporation would join the Board. He mentioned that the search process for Brig Gen Born's replacement is underway and

that a board was organized to screen applications and make a list of recommended qualified candidates for leadership's review.

Mr. Wiley shared that he and Dr. McKiernan had discussed the importance of having an in-service Dean of Faculty at the Academy and explained that having a military member in that role shows cadets the kind of officers that the Academy is trying to produce. Secretary Donley agreed and stated that Brig Gen Born is an outstanding academic and commander and that is what cadets need to see.

Next, Gen Welsh stated how impressed he was with the Board's bios and service they've given to the nation and shared his thoughts on the Academy. He said that the Academy is all about people and that USAFA has the opportunity to focus on producing the highest quality officers. He mentioned that the Air Force is in the process of executing a health and welfare inspection. Gen Welsh mentioned the topic of diversity Air Force-wide and shared that we need to be more nuanced in our interpretation of diversity. He commented that perhaps a diversity summit could help to figure out where we are and where we want to go with Air Force diversity.

Gen Welsh mentioned that during a discussion recently with a group of female officers, he asked them about retention rates noting that woman officers separate at a 50% higher rate than men with 8-14 years of service. Gen Welsh explained that he asked the officers if it was due to a glass ceiling. The officers responded that it is due to social and family challenges rather than simply a glass ceiling.

Finally, Gen Welsh mentioned that he and Lt Gen Gould discussed putting together a broad view of the Academy with the mentality of starting the Academy today. He explained that the intent is to have a fresh look and new perspective to further improve the Academy. Gen Welsh shared some final comments and expressed his appreciation to the Academy faculty and leadership for developing these cadets.

Mr. Sandoval thanked the Secretary and Chief and announced that the Board would take a five minute break. Congressman Polis departed the teleconference.

(Recess from 1:39 p.m. to 1:45 p.m.)

DEVELOPMENT OF A USAFA SECOND LIEUTENANT

Lt Gen Gould began his presentation on the development of a second lieutenant by sharing the mission of USAFA to develop leaders of character. Lt Gen Gould shared that the Constitution, Oath of Office, AF Core Values, and AF Officership are the foundation of military service. He said the purpose of Service Academies is to provide career-motivated officers that are immersed in traditions and professional values. Lt Gen Gould shared that the Service Academy develops officers that achieve a 4-year college education, convey traditions and values, and sustain a professional attitude essential to the long-term readiness of the Armed Forces. Lt Gen Gould explained that the Academy is overseen by SAF/MR and AF/A1; all in an effort to ensure Academy policy compliments Air Force policy. Additionally, Lt Gen Gould commented that additional oversight comes from the General Officer Steering Committee and the Executive

Steering Group which is chaired by the Vice Chief of Staff.

Lt Gen Gould explained the various competencies and sub-competencies that USAFA is attempting to develop in cadets and commented that the competencies are outlined in the AF Institutional Competency List (AFDD 1-1). Specifically, Lt Gen Gould touched on the development of a second lieutenant and shared that the system used is called the Officer Development System. He stated that the program is designed to achieve key objectives across all mission elements. In particular, Gen Gould shared that the Academy works to develop each cadet as an individual starting with the fourth degree. He explained that the opportunity to develop and acculturate cadets at the personal level begins as soon as these individuals arrive at the Academy. Lt Gen Gould said that in a cadet's three-degree year the Academy starts working on interpersonal skills and the two-degree and first year is spent applying the interpersonal and personal development into a team setting. He commented that the end goal is to ensure each cadet becomes an organizational leader. He shared that after providing cadets with an intensive experience across 4 years, the Academy reviews the key measures to ensure each cadet developed the desired outcomes.

Gen Gould wrapped up the brief by outlining areas where the Board may help USAFA including: continue to champion for USAFA, advocate during funding challenges, discuss the Academy's relevance, be a spokesman for USAFA diversity when engaging with Congress, provide inputs on how the Academy can continue to evolve, and seek ground-truth on any notable, breaking news event.

Chairman Sandoval stated that he really enjoyed the brief and encouraged Lt Gen Gould to continue to use the Board however needed.

SUB-COMMITTEE OUTBRIEFS

Chairman Sandoval stated that the Board would first hear from Dr. McKiernan and the Academic subcommittee. Dr. McKiernan presented their subcommittee charter for approval and the Board voted unanimously to pass the Academic charter. Chairman Sandoval said that the Academic charter could be used as a template for the other subcommittees as they move through and develop their own charters.

Next, Mr. Wiley provided the Diversity subcommittee outbrief. He said that Brig Gen Lengyel spoke to the subcommittee about the definition of diversity, workplace inclusion, and sustainability.

Mr. Wiley stated that the athletic department and the admissions office recruit separately and suggested that in the future the Board looks for ways to be more helpful to them. He said that the subcommittee discussed the fact that the Air Force Academy brand needs bolstering, specifically in minority communities. Mr. Wiley mentioned the issue of congressional members not having individuals from their districts represented at the Academy. He noted that the subcommittee discussed ways to work more efficiently with congressional offices.

Dr. McKiernan provided a few more comments from the Academics subcommittee on performance measure for academics and student health services and commented both were on track. He noted that the subcommittee believes the Board should pay special attention to the transition from Brig Gen Born's leadership to the new Dean.

Next, Mr. Sandoval asked Col Fogg to provide the Board with a brief overview from the Infrastructure subcommittee meeting. Col Fogg began by thanking the Board for their support of the Fix USAFA resources and infrastructure which he explained is linked to the Fix USAFA program. He shared that in fiscal year '13 USAFA will complete Vandenberg phase 9, Mitchell Hall phase 8, Cadet Gym phase 4 and 5, etc. Col Fogg commented that although there is a perception that USAFA has new facilities, most buildings are from the 1950s and 1960s. He encouraged the Board to continue to support the Fix USAFA campaign so that the Academy may continue to make the needed infrastructure updates.

Chairman Sandoval stated that one of his goals as Chair is for all Board members to be aware of USAFA funding needs and encourage participation by our congressional Board members. Mr. Wiley commented that he would be interested in how the Academy compares to other academic institutions of similar size in terms of the overall cost to run them. Chairman Sandoval responded that it was a great idea and then began to brief the Board on the Strategic Planning Subcommittee. He shared that the subcommittee asked Lt Gen Gould for his perspective on the continuing challenges at the Academy and encouraged Brig Gen Born to contribute her insights too. Mr. Wiley clarified that Lt Gen Gould will be providing the Board with candid feedback on how the Board can be more productive and further support the Academy.

USAFA ADMISSIONS BRIEF

Chairman Sandoval shared background on the admissions briefing and invited Col Benyshek to begin her presentation.

Col Benyshek stated that because Title 10 governs USAFA, admissions must follow a specific framework that regulates how and what the Academy does. Specifically, the admissions department receives, processes, reviews, and evaluates *every* applicant that comes through the process. She explained that students must first receive either a congressional or military nomination and then the Academy Board, chaired by Lt Gen Gould, approves the appointment into USAFA. Col Benyshek stated that USAFA encourages potential cadets to apply for all nominating categories of eligibility. She explained that the Academy makes determinations of qualified candidates based on their ability to meet USAFA requirements. Col Benyshek said for a congressional nomination every student competes with all the other students within a nominating category. She shared that every congressional member, by law, has five available charges at the Academy at any one time. She clarified that for each vacant charge a member of congress may nominate up to ten students.

Mr. Hayes asked if cadets must fill vacancies from their congressional districts and Col Benyshek responded that congressionally nominated cadets must fill the charge from their particular congressional district.

Congresswoman Tsongas shared that you don't have to fill all five of the congressional charges if the nominee doesn't meet USAFA admissions requirements. Col Benyshek agreed and reiterated that the candidates must be qualified; however a congressional member may wish to designate a principal nominee. She explained that if the principal nominee is qualified to attend the Academy based on meeting key requirements, USAFA must accept the nominee.

Col Benyshek provided background on the congressional nominations; specifically sharing that when congressional nominations were initiated, these nominations were considered a noncompetitive category. She noted that congressional offices with great kids at the Academy have an active nominating program with their own processes and vet the quality of candidates themselves.

Mr. Ginsberg commented that the number of nominations is moving in a positive direction with more congressional members engaging and nominating more qualified students. Mr. Sandoval pointed out that USAFA has worked on improving the congressional nominations for the last 2-3 years and noted that Col Benyshek has done a great job.

Next, Col Benyshek discussed the military-related nominations. She noted not many Medal of Honor or children of deceased and disabled MIA are being nominated currently. Col Benyshek explained that students who are eligible for a presidential nomination typically are children of active duty members, retirees, or those of Guard and Reserve who served at least eight consecutive years.

Lt Gen (ret) Jameson asked where that guidance comes from and Col Benyshek responded that the standards are from Title 10. She pointed out that USAFA may only appoint up to 100 students from the presidential nomination category by law. Col Benyshek shared that this past year USAFA only appointed 20 presidential nominees based on the congressional must-fills and class size.

Lt Gen (ret) Jameson asked if the Superintendent's 50 nominations come predominately from the Academy Prep School. Col Benyshek replied that the admissions office typically provides Lt Gen Gould with the viable candidates who may have missed deadlines to apply for other types of nominations (i.e. regular nominations, congressional nominations, etc.) She pointed out that typically only 30 of the Superintendent's 50 nominations are used.

Mr. Ginsberg asked if the more recent trend is a spike upwards due to the economy and Col Benyshek commented that admissions numbers are actually trending downward. She explained that the Academy received approximately 12,000 applicants last year; however there were many summer seminar students this year who decided that USAFA was not for them and never fully applied. Col Benyshek indicated that the student's information was still included in the application process and therefore they were counted into the 12,000 applicants.

Col Benyshek shared that the Academy can only select students who meet the Academy qualifications. She noted that the recruitment team is focused on increasing the number of qualified candidates so that the admissions office has a large pool of qualified candidates to select from.

Congresswoman Tsongas asked if the 12,000 applicants were qualified candidates and Col Benyshek responded in the affirmative. She shared that disqualifying factors may be fitness, medical, grades, or issues from adolescence that make them no longer competitive in the process. Lt Gen (ret) Jameson noted that if students are qualified they have about a one in three chance of being selected for the Academy.

Col Benyshek reiterated that the Academy could not be happier with the quality of students that are going through the application process. Lt Gen (ret) Jameson asked about the process for international students and Col Benyshek explained that the admissions process is completely separate and international students are not counted in the 12,000 number.

Next, Col Benyshek discussed some of the admissions challenges including the fact that race and ethnicity are self reported and the potential of misrepresenting oneself. She said that funding sources are a challenge, yet the admissions office is doing what they can with the funding available.

Col Benyshek told the Board about a consortium of retired Generals who conducted a study that looked into the number of students across America who are eligible to serve in the military. She reported that only 25% of 17-24 year-olds meet the eligibility standards to serve in the military. This is primarily due to three factors: failure to graduate from high school, fitness standards (obesity), and/or a criminal record.

Chairman Sandoval asked if the percentage of eligible individuals is higher in specific communities or is it consistent across demographics. Lt Gen Jones said that it's consistent across the board although he could not provide exact numbers. Col Benyshek mentioned that she's asked her team to look hard at the strategic cities for recruitment and continues to speak with congressional offices with less than 3 cadets from their district represented at the Academy.

Next, Col Benyshek asked for the Board's help in targeting community-based organizations and Mr. Ginsberg asked if the Air Liaison Officers (ALOs) are involved in identifying organizations. Col Benyshek responded that it's not part of the ALO mission, however the Academy is trying to organize alumni willing to assist with outreach and recruitment efforts as well as tying in with community-based organizations. Mr. Sandoval suggested that the recruiting team leverage community colleges as an avenue for recruitment and Col Benyshek acknowledged that a process is in the works. Mr. Wiley commented that the Academy could create an institutional mechanism to alert the Black and Hispanic Caucus' of the opportunity young men and woman have to join the Academy. Congresswoman Tsongas reiterated that providing congressional members with best practices for nominating students for the Academy would be beneficial.

Finally, Col Benyshek commented that the congressional districts with the most nominations have an individual dedicated to service academy nominations. She noted that ideally students are aware of the opportunity to be a part of the Academy in elementary school and proposed that ALO's start to present to students at career fairs to increase the outreach.

Chairman Sandoval thanked Col Benyshek and reminded the Board that the next meeting will be

March 15th and 16th at the Academy.

(The proceedings were adjourned at 1:00 p.m.)



TAMMY M. TRYCHON, Lt Col, USAF
Executive Secretary



ALFREDO ALSANDOVAL
Chair, USAFA Board of Visitors